310 Applied Linguistics (4)
This course deals with principles of linguistics, methodologies employed by linguists working in linguistic variation in diverse contexts significant across social/ethnic/cultural strata and domains of interaction, and application in the professional setting. Includes, language acquisition, learning and teaching, and the psychology of language. (*occasionally)

343 Approaches to TESOL and Teaching Second and Foreign Languages (3)
Cross-listed with ENG 343. Prerequisites: ENG 101, ENG 102 and LIN 210 or instructor permission. This course focuses on methods and approaches to teaching second and foreign languages. It will also incorporate theories of second/foreign language teaching and learning as well as essential concepts from applied linguistics. (This course is intended for non-education majors who may pursue graduate studies in TESOL (Teaching English to Speakers of Other Languages), applied linguistics or foreign languages or to students who may have interest in teaching/tutoring English to non-native speakers in the U.S. or abroad.)

Management (MGT)
221 Law and Society (3)
This course examines management’s duty to responsibly address business ethics, contracts, torts, product liability, the environment and criminal misconduct in accordance with stockholder interests and society’s constraints within an international business community. (*fall semester)

330 Principles of Management (3)
Prerequisites: ENG 101 and 102, ITM 200, and lower COB core with a minimum “C” average or better. This course studies the evolution and practice of the core management functions of planning, organizing, leading and controlling. A strong emphasis on leadership skills is integrated into the course content to provide the student a framework to translate classroom theory and practice into individual and team performance in the accomplishment of organizational objectives. (*fall and spring semesters)

335 Essentials of Corporate Responsibility (3)
Prerequisite: MGT 330. Provides an in-depth analysis of the complex relationship between business, government and society. The concept of corporate responsibility is defined to include economic, legal, ethical and philanthropic dimensions. Students are able to identify the range of stakeholders related to the firm and evaluate the strategies organizations use to manage multiple stakeholders. More specifically, students design and assess the effectiveness of social and ethical codes of conduct, analyze the challenges that organizations face addressing globalization and environmental sustainable development initiatives, interpret corporate governance structures, and examine the employer-employee relationship. (*fall and spring semesters)

340 Human Resource Management (3)
Prerequisite: MGT 330. This course analyzes the acquisition, development and maintenance of human resources to accomplish the organization’s objectives efficiently and economically. Studies the role of management and unions in society. (*fall and spring semesters)

345 Global Organizational Behavior (3) (W) (IG)
Cross-listed as IBS 397. Prerequisites: MGT 330. Examines the influence of individual differences and ethnic and national culture on behaviors in organizations. This course addresses the questions of when and how to be sensitive to these issues, and develops skills required to effectively manage in the diverse environment of the 21st century. Within this context, the course focuses on six essential skill-building areas: managing diversity, team-building, communicating, motivating, negotiating and conflict management, and creativity and critical thinking. (*fall and spring semesters)
350 Survey of International Business (3) (W) (IG)
Cross-listed as IBS 398. Prerequisite: MGT 330. This course focuses on the functional and environmental differences between domestic and international business. Analyzes the cultural, economic, legal and political factors influencing international operations. Examines the unique problems faced by a multinational corporation (MNC) developing organization, finance, marketing, labor, production and ethics policies. (*fall and spring semesters)

355 The Art and Science of Negotiation (3)
Cross-listed as IBS 399. Prerequisite: MGT 330. This course focuses on the development of problem-solving and communications skills relevant to a broad spectrum of negotiation settings. Students learn the basic competencies needed to be effective negotiators in a global business environment. The course provides students with useful analytical frameworks of conflict resolution, communication and negotiation. Through the use of simulations, role-playing and case studies, students have the opportunity to practice an array of negotiation techniques and to develop their communication and problem-solving skills. (*fall and spring semesters)

389 Introduction to Entrepreneurship and Feasibility Analysis (3)(W)
Prerequisite: MGT 330. This course requires students to develop a feasibility study for a new business venture. The study will be utilized throughout courses in the major and will form the basis of the business plan in MGT 487. In addition, students assess the value of an idea and explore opportunity recognition, innovation and creativity, pro forma financial statement development, and the legal structures of business. (*fall and spring semesters)

390 Managing the Family Business (3)
Prerequisite: MGT 330. This course provides an overview of the vital importance of family businesses to communities and national economies, and the unique problems and opportunities they face. A systems perspective is used to understand the unique dynamics among individual members, the family and the business. The course uses speakers, case studies and assessment tools to develop understanding and strategies for managing those dynamics. It is designed for majors and non majors either from or interested in family businesses. (*fall semester)

431 Practical Strategic Assessment (3) (W)
Prerequisites: senior standing, FIN 310, ITM 361 and MKT 300. Not open to graduate students. This course focuses on the application of strategic management skills and the knowledge gained from prior coursework. Students analyze an organization’s situation, recognize strategic issues and make recommendations. The course utilizes a group project to challenge students’ skills in critical thinking, speaking, writing, teamwork, and the ability to apply theory to real-world situations. This is the integrative capstone experience required for the undergraduate business program. (*fall and spring semesters)

435 Developing Business Professionals for the 21st Century (2)
Prerequisite: satisfactory completion of CAR 401. This course provides business students with a framework that will help them to successfully transition into the workplace. Specifically, students will apply discipline-related skills (e.g. market planning, financial ratio analysis, strategic planning, auditing, data base design, supply chain management, human resource planning) with job search skills such as communication, time management, interpersonal networking, creative thinking, and decision-making. Other topics will include salary and benefit negotiation, interviewing strategies for business, pre-employment screening techniques and personal budgeting. Course is led on two consecutive Friday afternoons plus one Saturday and Sunday during mid-semester. (*as needed)

475 Real Estate Venturing (3)
Prerequisites: MGT 330, MKT 300 and FIN 310. This course introduces students to real estate principles and the fundamentals of venturing or entrepreneurship in relation to the real estate industry. Real estate venturing is the process of exploring a commercial or residential opportunity that may result in the future creation or acquisition of a business. Taught from
the perspectives of an entrepreneur and an investor, the course exposes students to the entrepreneurial opportunities, structures, investment decision-making and risks that are present in commercial/residential real estate markets. Further, the course presents students with an overview of the real estate investment process. It culminates in a real estate venturing project that is presented to the class. (*spring semester)

**486 International Entrepreneurship (3)**
Cross-listed as IBS 486. Prerequisites: MGT 330 and MGT 389. This course provides an understanding of international entrepreneurship, which includes the development of managerial and knowledge-based skills that underlie the successful launch of a new venture or existing business in the global economy. (*fall semester)

**487 Managing the Growing Firm and Business Planning (3)**
Prerequisites: MGT 389, MKT 360 and FIN 340. This course focuses on the management and leadership skills critical to the establishment and growth of a successful organization. The course has three major areas of concentration. The first portion examines predominant management issues of the startup. The second area of focus is on leadership issues applicable to the founder. The third segment of the course examines a variety of issues created by growth. Students also are required to incorporate these course concepts (as well as the concepts developed in the other courses required for the entrepreneurship major) to complete their business plans and participate in a business plan competition. (*spring semester)

**488 Seminar in Entrepreneurship (3)**
Prerequisite: MGT 389. This elective is a survey course that explores many different cutting-edge and current topics in entrepreneurship. The course will change from year to year as new research and ideas become part of this emerging field of study. (*spring semester)

**490 Management Internship (1-6)**
Prerequisites: junior or senior standing with at least a 2.75 overall GPA or at least a 2.5 overall GPA and a 3.0 in COB courses, completion of lower COB core, MGT 330 and at least one additional management course. May not be used to satisfy major requirements. Approval of the associate dean required. (*fall and spring semesters)

**495 Special Topics in Management (3)**
Prerequisites: to be specified at time of offering. A course offered at the discretion of the management department. Subject may focus on a topic of current interest in the field, training in a specific area of the field, or a topic that is of interest to a particular group of students. (*as needed)

**499 Independent Study in Management (1-4)**
Prerequisite: minimum 3.0 GPA, consent of the department chair and associate dean. A readings or independent studies course taken for variable credit. May not be used to satisfy major requirements.

**510 Professional Writing and Research Techniques (3)**
Cross-listed with WRI 510. For graduate students only. A writing course designed to help students prepare for MBA graduate study. Includes instruction on design, research, writing, revising, and editing of specific forms of written communication for business and business courses. (*fall and spring semesters)

**520 Essentials for Business and Technical Communications (1.5)**
For MS-TIM graduate students only. This course helps prepare students for MS-TIM graduate study. Includes instruction on common writing challenges faced in technical writing, including letters, memoranda, proposals, reports, end-user documentation and Web site communications. Equivalent to WRI 520. (*fall and spring semesters)
521 Business Law for Management (3)
Prerequisite: MGT 221. This course studies the uniform commercial code, including sales, commercial paper and secured transactions. Also covers professional liability and government regulation. (*spring semester)

599 Fast Start Workshop (1)
The Fast Start Workshop provides students with the perspective and the essential learning skills for maximizing their MBA experience. By clarifying faculty’s expectations of both the program content and students’ performance, students realize that they are partners with the faculty in determining successful completion of their MBA program. As effective team participation is an integral part of many of our MBA classes, a simulation is utilized to demonstrate team dynamics and to identify individual team member development needs. Strategies for accomplishing identified team development goals are explored. (*fall and spring semesters)

602 Leading for Performance (3)
For graduate students only. Prerequisite: MGT 599. This course examines leadership as “the ability to influence others in the absence of positional power.” Through an interactive process of experiential learning, students develop an understanding of what leadership is, as well as insight into their individual personal styles and/or preferences in the area of group dynamics, team building, problem-solving, and conflict resolution. This course explores a variety of concepts ranging from the interrelationship of trust and power to the situational and contextual aspects of leadership and influencing. Emphasis will be placed upon work-life integration with a holistic approach to personal, professional and academic development. (*fall and spring semesters)

610 Leading Strategic Change-Designing and Redesigning the Enterprise (1.5)
For graduate students only. Prerequisite: MGT 602. This course offers a top management perspective of corporate strategic change issues and innovative job design principles needed to support organization strategy. Key course objectives include defining the strategic management process, analyzing growth patterns and organizational configurations of global organizations, exploring core concepts, issues, and models associated with value networks and strategic change management, identifying key business processes, aligning organization processes and job goals with strategy, and exploring ways to improve business processes and innovation. (*fall and spring semesters)

615 Applied Strategic Analysis (3)
For graduate students only. Prerequisites: The integrated core must be taken by the end of the term in which MGT 615 is taken. ECO 620, ITM 613, and ITM 614 may be taken as corequisites. This course examines strategy and policy from the executive point of view. Studies the objectives, environmental forces, institutional resources and social values involved in the determination and implementation of strategy and policy. Faculty-guided projects involve students in a variety of community organizations and businesses. It is the capstone course in the MBA curriculum integrating all areas of study in the MBA program. (*fall and spring semesters)

624 Business Ethics and Social Responsibility (3)
For graduate students only. This course provides an understanding of the rapidly evolving concepts, practices, and leadership techniques that facilitate the development of ethics programs, legal compliance and corporate social responsibility initiatives within a firm. This course draws on case analysis and is offered through an interactive and dynamic format involving leading ethics and compliance officers in the community. (*January intersession)

625 International Management (3)
For graduate students only. Cross-listed as IBS 602. Prerequisites: MGT 602 and 610. This course examines the challenges associated with managing business enterprises whose operations stretch across national boundaries. Through extensive readings and case analyses, students
obtain a fundamental understanding of the strategic, operational and behavioral aspects of managing across cultures. (*fall semester)

**626 Human Resource Strategy for Effective Utilization of People (3)**

For graduate students only. Prerequisites: MGT 610. This course is organized around the concept of an integrated Human Resource Management (HRM) system, comprised of multiple managerial activities, designed to influence a set of critical employee behaviors. Students will critically evaluate support subsystems from a cost-benefit and legal perspective and learn to align HRM solutions with business strategy and the realities of labor markets. (*spring semester)

**635 Leadership by Design Seminar — Aligning Human Capital with Strategy (3)**

For graduate students only. Prerequisites: MGT 599 and 602. This interactive seminar course investigates the role of leaders, using organizational design concepts to build systems and processes that align people in the organization with its vision, mission and goals. Students develop a realistic, applied understanding of how leaders use organizational design to lead their organizations, construct decision models, and develop processes to improve efficiency and effectiveness. Students gain insights into how to use design tools to analyze and solve complex business problems. Emphasis is on leadership through design, implementation and evaluation. (*fall semester)

**675 Real Estate Venturing (3)**

This course introduces students to real estate principles and the fundamentals of venturing or entrepreneurship in relation to the real estate industry. Taught from the perspective of an entrepreneur and an investor, the course exposes students to the entrepreneurial opportunities, structures, investment decision-making and risks present in commercial/residential real estate markets. Further, it presents students with an overview of the real estate investment process, identifying realistic opportunities, how to develop the concept, identifying and mitigating risks, raising capital (debt and equity) and exiting (return on and return of equity). (*fall semester)

**683 Legal Environment of Enterprise Organization (1.5)**

For graduate students only. This course broadly surveys business law to familiarize the student with a host of legal issues common to the entrepreneurial context, including ethics, corporate formation, venture funding, intellectual property, mergers and acquisitions, public and private offerings, regulatory compliance, business crimes, and tax, antitrust, bankruptcy and labor law. (*spring semester)

**686 International Entrepreneurship (3)**

For graduate students only. Cross-listed as IBS 686. This course provides an understanding of international entrepreneurship, which includes the development of managerial and knowledge-based skills that underlie the successful launch of a new venture or existing business in the global economy.

**689 Creating and Leading New Ventures (3)**

For graduate students only. Prerequisites: MGT 610, FIN 610. This course helps students develop the managerial and thinking skills that underlie successful entrepreneurship. The major project for the semester is the creation of a business plan and subsequent entry of the plan to a regional business plan competition. Students write the plans in teams and include sufficient detail that local venture capitalists would be able to evaluate the plans for their feasibility, competitive insulation, value creation, and commercial viability. (*spring semester)

**695 Special Topics in Management (3)**

Prerequisites: to be specified at time of offering. A course offered at the discretion of the management department. Subject may focus on a topic of current interest in the field, training in a specific area of the field, or a topic that is of interest to a particular group of students. (*as needed)
699 Independent Study in Management (1-6)
   For graduate students only. Prerequisite: minimum 3.5 GPA and written permission of the department chair.

Marine Science (MAR)

100 Open Water (2)
   Prerequisites: All students must show swimming proficiency by swimming 200 meters and treading water. All students must complete a medical release form. Any student under medical care or on prescription medication must see the instructor before registering for this course. Course description: This is a PADI Open Water SCUBA course that teaches safe diving procedures and the use of diving equipment. The course involves lectures, pool sessions, and two weekend days for the certification dives. Use of the equipment is provided, except for snorkeling equipment. Transportation is not provided for the student or the diving equipment for the weekend dives. This course does not satisfy general curriculum distribution requirements and does not count toward a major in marine science. Laboratory fee: $150.

102 Advanced Open Water (1)
   Prerequisite: PADI Open Water certification (MAR 100) or valid SCUBA certification from a recognized international organization (YMCA, SSI, NASDS, etc.). All students must complete a medical release form. Any student under medical care or on prescription medication must see the instructor before registering for this course. Course description: This is a PADI Advanced SCUBA course covering topics on underwater navigation, deep diving (60-100 feet), night diving, boat diving and drift diving. The course involves lectures, pool sessions, and three weekend days for the certification dives. Use of the equipment is provided, except for snorkeling equipment. Transportation is not provided for the student or the diving equipment for the weekend dives. This course does not satisfy general curriculum distribution requirements and does not count toward a major in marine science. Laboratory fee: $260.

1021 Specialty Diver, part 1 (1)
   Prerequisite: PADI Open Water certification (MAR 100) or valid SCUBA certification from a recognized international organization (YMCA, SSI, NASDS, etc.). All students must complete a medical release form. Any student under medical care or on prescription medication must see the instructor before registering for this course. Course description: This PADI specialty diving course familiarizes divers with the skill, knowledge, planning, organization, procedures, techniques, problems and hazards of various special interest areas in diving. During this course, students complete three specific PADI specialty diver certifications: Enriched Air Nitrox, Peak Buoyancy, and Equipment Specialist. The course involves lectures, pool sessions, and one weekend day for the certification dives. Use of the equipment is provided, except for snorkeling equipment. Transportation is not provided for the student or the diving equipment for the weekend dives. This course does not satisfy general curriculum distribution requirements and does not count toward a major in marine science. This course is only offered during the first seven weeks of the spring semester. Note: Specialty Diver, part 2, may be taken before Specialty Diver, part 1. Laboratory fee: $200.

1022 Specialty Diver, part 2 (1)
   Prerequisite: PADI Open Water certification (MAR 100) or valid SCUBA certification from a recognized international organization (YMCA, SSI, NASDS, etc.). All students must complete a medical release form. Any student under medical care or on prescription medication must see the instructor before registering for this course. Course description: This PADI specialty diving course familiarizes divers with the skill, knowledge, planning, organization, procedures, techniques, problems and hazards of various special interest areas in diving. During this course, the student completes two specific PADI specialty diver certifications: Boat Diver and Drift Diver Specialist. The course involves lectures, pool sessions, and a two-day weekend